

CITY OF MANCHESTER
Economic Development Office

One City Hall Plaza
Manchester, NH 03101



REQUEST FOR PROPOSALS
City of Manchester, New Hampshire

For

Advertising Agency Services

Proposals due by:
Tuesday, December 20, 2022
4:00 P.M. (Eastern Standard Time)

Bid Number FY23-050-31

All inquiries for information should be directed to: Jodie Nazaka, Director of Economic Development
Jnazaka@manchesternh.gov

If proposals are mailed, send directly to the issuing agency shown above. If proposals are hand delivered, deliver to: The Office of Economic Development, One City Hall Plaza, Manchester, NH 03101 Attn: Jodie Nazaka, AICP, Director

1. Purpose

The purpose of this initiative is to differentiate Manchester by developing a brand which may be used to market the City to prospective businesses, developers, residents and visitors. The Selected Vendor must create an image for Manchester that can be easily and effectively utilized across multiple graphic identity applications and communicative mediums such as signs, letterheads, signage, social media marketing materials and websites.

The brand should represent the varied economic sectors of our collaborators and be used for residential, business, and visitor recruitment. A branding campaign will help instill a sense of pride for the City of Manchester as well as create design standards for future marketing and communication material.

The Selected Vendor will enter into a contract. Upon agreement of both parties, the City shall have the option to renew the contract each year for a maximum of five (5) years should funding be available.

2. Background

Manchester is a wonderful place to live, work, and play, boasting a convenient, central location, a strong economy with plenty of jobs, short commutes, and walkability, plus easy access to the stunning surroundings that New England is known for. Manchester lies in the heart of New Hampshire and offers residents easy access to almost everything including Boston, New York, Canada, the Lakes Region, and the Atlantic Ocean.

Manchester's rich history of mills played an important role in the development of the American Industrial Revolution. Today, those millions of square feet of mill space have spurred a renaissance of re-use, with major tech companies and, more recently, residential units, occupying them.

Manchester is the most diverse city north of Boston. The City's cultural landscape is vibrant and ever changing. Today, nearly 20% of Manchester's residents speak a non- English language and a wide range of ethnic groups are represented in the community's diverse immigrant and refugee populations.

The last official US Census in 2020 recorded the population at 115,644. The composition of Manchester's population is different from the typical population of New England states. There is an equal distribution across the five generation groups. With a median age of 36.0, Manchester is relatively young and continues to attract new, younger residents.

3. Project Overview

The City of Manchester, New Hampshire (The City), is seeking an integrated marketing firm to assist in the achievement of its strategic goals.

Goals include:

- Uniformity - Develop a singular brand and voice for the City of Manchester that will identify and promote what makes the City distinct and appealing in a regionally competitive environment for investors, businesses retailers, visitors, and residents.

- Economic Development Promotion - Promote a healthy economy, attract private investment, new residents and young professionals, and retain key businesses and industries. Create a defined message that will market the City of Manchester locally, statewide, nationally, and internationally as a great place to live, work, play and do business;
- Travel and Tourism – The brand must support the Manchester-Boston Regional Airport and local hospitality and tourism industries and unify Manchester under a singular tourism brand and strategy;
- Growth – Highlight Manchester as the right place for development, redevelopment and investment; the perfect mix for a business-friendly community;
- Flexibility – The brand must be flexible and adaptable to meet the needs of a variety of departments and municipal functions within Manchester as well as groups and businesses within the overall brand;
- Endorsement – The brand must be authentic and resonate with citizens, businesses, employees, and community groups within the City and throughout the region in order to gain the broadest possible support for the initiatives. It must be relevant to the City of Manchester, but also reflect the desire to move forward.

The budget for marketing services will range from \$1 - \$1.5 million for the life of the program and includes agency fees, asset production, and paid media. Budget will be primarily dedicated to local branding and tourism promotion. The Offeror shall provide the City with both a proposed budget and schedule, with a breakdown of costs associated with the various work elements.

The Selected Vendor will provide strategic direction to ensure the City’s brand is properly conveyed across all programs and channels, creating a strategic framework for contracted partners, including public relations firms and content development vendors.

The Selected Vendor will have demonstrated an ability to meet business goals, as well as a proven ability to create groundbreaking work.

The Selected Vendor must appreciate the opportunities and challenges related to working with a highly visible government entity, one that is tasked with continually representing and improving The City’s economic vitality.

The Selected Vendor should specialize in project management, research, marketing, branding, and creative design as it relates to development of a community brand. To be eligible to respond to the RFP, the consultant must demonstrate that is a firm which significant experience with community branding initiatives. Priority will be given to those firms that have experience with local governments.

The Selected Vendor will engage in both strategic planning and day-to-day program execution and have experience in launching and/or relaunching brands.

4. Definitions

- **4.1** “Selected Vendor” refers to the Offeror under this Request for Proposals (RFP) with which the City of Manchester, New Hampshire negotiates a contract. The terms in this RFP referring to “Selected Vendor” represent contract terms that will be a part of the final contract.

- **4.2** “Offeror” refers to any individual, corporation, partnership or agency that responds in writing to this RFP. “City” refers to the City of Manchester, New Hampshire; “MEDO” refers to the Manchester Economic Development Office.
- **4.3** The “Contract” is the resulting contract entered into between The City and the successful Offeror.

5. Scope of Work

Includes strategic planning, creative content, media planning and buying, search, digital, web hosting, web maintenance, and all production. Deliverables will be provided exclusively for The City to unify messaging and promote Manchester as a destination for investors, businesses retailers, visitors, tourist, and residents.

- **5.1. Administration/Management**
 - 5.1.1** Dedicated account management team with in-depth attention to organizing, planning, supervising, and reviewing all City projects and budgets.
 - 5.1.2** Dedicated creative and production staff
 - 5.1.3** Participate in planning and budget review meetings with The City to ensure direction and budget adherence.
 - 5.1.4** Development of specific reports that may include Campaign Reports, Weekly Status, Budget Updates, etc.
- **5.2. Strategic Planning**
 - 5.2.1** Prepare strategic plans, facilitate strategic planning sessions, and engage in consumer studies.
 - 5.2.1.1** Utilize available research (*Strategic Marketing and Research Insights, Travel Marketing Insights, New Hampshire Travel Impacts, U.S. Travel Association, etc.*), media plans, campaign reports, and industry trends.
 - 5.2.2** Manage information gathering sessions and solicit input via strategic planning sessions with key stakeholders.
 - 5.2.3** Determine and report Key Performance Indicators (KPIs)
 - 5.2.4** Assist City staff in sharing branding strategy and tourism plan, including presentations, participation in select meetings, and hard copy materials.
- **5.3 Creative Development**
 - 5.3.1** Create and deliver brand strategy via paid, owned, and earned channels. Creative must promote The City’s unique attributes, workforce recruitment/retention, business recruitment, and tourism.
- **5.4 Asset Production**
 - 5.4.1** Create and inventory photography/video assets; assets will be used in all creative execution and public relations.
- **5.5 Media Planning and Buying**
 - 5.5.1** Strategic planning of media calendar and paid search advertising.
 - 5.5.2** Media buying and execution
 - 5.5.3** Coordinate cooperative marketing campaigns to support overall strategy
 - 5.5.4** Implement tracking mechanisms in order to measure KPIs such as visibility, awareness, and share of voice.
 - 5.5.5** Media costs are at net and need to be paid prior to requesting City reimbursement.
- **5.6 Digital**

- 5.6.1.** Develop creative strategy across digital, social, and mobile channels.
- 5.6.2.** Create responsive website design, connecting users to the brand and advertising campaigns.
- 5.6.3.** Implement and maximize content management solutions.

6. Proposal Requirements

- **6.1 Technical Proposal**

CONTENT OF PROPOSAL The following information should be included under the title “BRANDING RFP”:

- 6.1.1.** Name of Offeror
- 6.1.2.** Offeror address
- 6.1.3.** Offeror telephone number
- 6.1.4.** Offeror federal tax identification number
- 6.1.5.** Name, title address, telephone number, fax number, and email address of contact person authorized to contractually obligate the Offeror on behalf of the Offeror.

Offerors should letter and number responses exactly as the questions are presented herein. Interested Offerors are invited to submit proposals that contain the following information:

6.1.6. Introduction (transmittal letter)

- a) A brief statement of the Offeror’s understanding of the scope of the work to be performed;
- b) A confirmation that the Offeror meets the appropriate state licensing requirements to practice in the State of New Hampshire if applicable;
- c) A confirmation that the Offeror has not had a record of substandard work within the last five years
- d) A confirmation that, if awarded the contract, the Offeror acknowledges its complete responsibility for the entire contract, including payment of any and all charges resulting from the contract;
- e) Any other information that the Offeror feels appropriate;
- f) The signature of an individual who is authorized to make offers of this nature in the name of the proper submitting the proposal.

6.1.7. Background and Experience

Offerors should:

- a) Describe Offeror’s firm by providing its full legal name, date of establishment, type of entity and business expertise, short history, current ownership structure and any recent or materially significant proposed change in ownership.
- b) Describe any prior engagements in which Offeror’s firm assisted a governmental entity with any other projects relating to brand image. Offeror should include all examples of work on similar projects as described in the Scope of Services. Offeror should provide the names, phone numbers, and emails of contact persons in the organizations for whom any projects referenced in this section were conducted. Offeror should include written references (letters or forms are acceptable) from previous clients attesting to the quality of work Offeror cites in this section.

- c) Describe any issue the characteristics of which would be uniquely relevant in evaluating the experience of Offeror's firm to handle the proposed project.
- d) Describe any relevant specialized knowledge in brand image.

6.1.8. Personnel/Professional Qualifications

Offerors should:

- a) Identify staff members who would be assigned to act for Offeror's firm in key management and field positions providing the services described in Scope of Services, and the functions to be performed by each.
- b) Include resumes or curriculum vitae of each such staff member designated above, including name, position, telephone number, fax number, email address education, and years and type of experience. Describe, for each such person, the relevant branding image projects on which they have worked.
- c) Describe the Offeror's ability to absorb the proposed Contract into its current volume of work.
- d) Provide at least three recent client references, of which at least two (2) shall be branding and/or tourism-related. Include contract/service dates and contact information.

6.1.9. Approach

Offerors should:

- a) Clearly describe the unique approach, methodologies, knowledge and capability to be employed in the performance of the Scope of Services.
- b) This request for proposal should stimulate creative, innovative thinking and to draw out the unique character and advantages of the community.

6.1.10. Project Schedule

The proposal should include a general project schedule with an estimated completion date to be determined by firm.

6.1.11. Proposed Compensation

The funding for the Selected Vendor services will be through the American Rescue Plan Act (ARPA). This funding source requires that the Selected Vendor comply with certain conditions in the performance of services which will be identified in Attachment A: Award Terms and Conditions. The Selected Vendor shall abide by all applicable Federal, State, and Local laws, ordinances, regulations, rules, codes, standards and the like in the performance of these services. Local firms including minority and women owned businesses shall be given "maximum feasible opportunity" to participate in contract and subcontracts resulting from the proposed project.

- a) Provide the firm's general fee structure for providing identified services. Where applicable, provide unit prices for deliverable items described in the Scope of Services. Any final price per task will be subject to a cost reasonableness determination and final negotiation.
- b) For tasks that lack a definable work product, provide fully-loaded hourly rates for responsible personnel. The estimate of costs and person hours per work item must be an exhibit in the consultant proposal and must be represented as a "cost not to exceed".
- c) Provide other pricing information if applicable.

- d) City of Manchester is not liable for any cost incurred by any Offerors prior to the execution of an agreement or contract created as a result of this RFP. The City shall not be liable for any costs incurred by the selected consultant that are not specified in the contract
- **6.2. Cost Proposal and Schedule**
 - 5.2.1** Offerors are required to complete both a proposed budget and schedule, with a breakdown of costs associated with the various work elements.

7. Submission Requirements

- **7.1.** Offeror shall submit an original proposal along with seven (7) paper copies and a digital copy in a sealed envelope or other container by **4:00 pm on Tuesday, December 20, 2022** at the following location: City of Manchester Economic Development Office, One City Hall Plaza, Manchester, NH 03101. Proposals must be received in the above office by the specified time stated above. All proposals will be time-stamped when accepted. Emailed or faxed proposals will not be accepted. Proposals received after the deadline will be returned unopened. Offerors may be required to make creative presentations, if requested.
- **7.2.** A copy of your current certificate of insurance for professional liability.
- **7.3.** Statement of Conflicts of Interest (if any) the Offeror or key employees may have regarding these services, and a plan for mitigating the conflict(s). Note that the City of Manchester may in its sole discretion determine whether or not a conflict disqualifies a firm, and/or whether or not a conflict mitigation plan is acceptable.
- **7.4.** Offerors should have a current registration in the System for Award Management (<https://www.sam.gov/SAM/>). Service provider and its Principals may not be debarred or suspended nor otherwise on the Excluded Parties List System (EPLS) in the System for Award Management (SAM). Include verification that the service provider as well as its principals are not listed (are not debarred) through the System for Award Management (www.SAM.gov). Enclose a printout of the search results that includes the record date. This clearance information should be included in the Offerors Proposal. The clearance in the Selected Vendor's proposal must be re-verified prior to award. Federal awarding agencies may relax the timing of the requirement for active SAM registration at time of allocation in order to expeditiously issue funding. At the time of award, the requirements of 2 CFR § 200.206, Federal awarding agency review of risk posed by recipients, continue to apply. Current registrants in SAM with active registrations expiring between April 1, 2021 and September 30, 2021 will automatically be afforded a onetime extension of 180 days. (2 CFR § 25.110)
- **7.5.** All information requested must be submitted. Failure to submit this information at time of bid will render the proposal non-compliant and will result in a disqualification.
- **7.6.** Each copy of the proposal must be in a single volume. Proposals must be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content. The City is not responsible for the cost of proposals.
- **7.7. Finalist Oral Presentations**
 - 5.4.1** Offerors who submit a written proposal in response to this RFP may be selected to give a creative presentation. The City will schedule the time and location of these presentations.

8. Selection Criteria

- **8.1.** All proposals will be evaluated for responsiveness to the RFP by a Selection Committee made up of representatives of The City and private sector partners.
- **8.2.** The City of Manchester reserves the right to accept or reject any or all proposals. All proposals become the property of the City. The City of Manchester shall evaluate and score each proposal in terms of:

8.2.1. Qualifications – 25 points

- a) Experience of the firm with this particular type of project as described in the scope of services.
- b) Experience of the firm in communities with demographics and/or challenges similar to those faced in Manchester.

8.2.2. Team proposed for this project – 25 points

- a) Incorporate a strong team structure able to handle the task.
- b) Company has completed work for other municipalities to county governments.

8.2.3. Current capacity to accomplish the work in the required time - 20 points

8.2.4. Reference from other clients attesting to firms - 10 points

- a) Quality of work.
- b) Compliance with performance schedules

8.2.5. Cost reasonableness – 20 points

Total = 100 Points

Upon receipt of submission the City team will review the application and determine a short list of finalists. To determine the finalist a member of the City team may call representatives of the application for clarification, information, or additional details.

- **8.3.** Offeror(s) deemed to be best qualified among the written proposals will be identified on the basis of evaluation factors stated in Section 7.2.
- **8.4.** Identified Offeror(s) will be selected to provide a creative presentation to further evaluate Offeror's capabilities. These presentations will be graded on a 50-point scale. The City will notify finalists at least **10 days** prior to creative presentation to schedule times and determine location.
- **8.5.** The Selected Vendor will be notified in writing. The City and the Selected Vendor shall negotiate a contract containing the terms in the RFP/proposal. If The City is unable to negotiate a satisfactory contract with the first Selected Vendor, The City may undertake negotiations with the next recommended Offeror.
- **8.6.** The proposed Contract must be approved by the Board of Mayor and Aldermen. The Contract approved by the Board of Mayor and Aldermen will be effective immediately following Board approval.
- **8.7. Proposed Timetable**
 - 11/28/2022: Request for Proposals Issued
 - 12/6/2022: Deadline for Questions
 - 12/14/2022: Responses to Questions
 - 12/20/2022: Written Proposal Deadline
 - 1/2/2023: Invitations to Present
 - 1/9/2023-1/13/2023: Oral Presentations
 - 1/18/2023: Award Announcement
 - 1/18/2023-02/10/2023: Contractual Process

○ 02/21/2023: Board of Mayor and Aldermen Approval Process Contract Effective
All Offerors must be willing to adhere to the following conditions and must positively state so in the proposal.

9. General Conditions

- **9.1.** Ownership of Subsequent Products: Any product, whether acceptable or unacceptable, developed under a contract awarded as a result of this RFP is to be the sole property of The City unless stated otherwise in the contract.
- **9.2.** Conformance with Statutes: Any contract awarded as a result of this RFP must be in full conformance with statutory requirements of The City of Manchester.
- **9.3.** Amending or Canceling: The City reserves the right to amend or cancel this RFP, prior to the due date if it is in the best interest of The City, or to correct inaccuracies resulting from clerical errors.
- **9.4.** Rejection for Misrepresentation: The City reserves the right to reject the proposal of any vendor for misrepresentation.
- **9.5.** Contract Format: The successful Selected Vendor will be required to sign a Professional Services.
- **9.6.** Speaking on behalf of The City/MEDO: Selected Vendor is not authorized to represent The City's position to the public or media and must be authorized to provide information by MEDO.
- **9.7.** The Selected Vendor may "subcontract" services. Proposals that include subcontracting services must include information identifying the subcontractor(s) and demonstrate the subcontractor(s) qualifications to perform the services, and a letter from the proposed subcontractor(s) stating their intent to subcontract on this project. The Selected Vendor will be responsible for all services provided by, and obligations of its subcontractor(s). All communications, departmental direction, invoices and payments will be processed through the Selected Vendor. All data generated as a result of this contract is the exclusive property of The City.
- **9.8.** Selected Vendor is to provide The City with ninety (90) days written notice of any proposed changes to subcontractor(s).
- **9.9.** The resulting Contract may be modified only by written amendment, which has been executed and approved by the appropriate parties from The City and Selected Vendor.
- **9.10.** The City may terminate the Contract without cause by giving the Selected Vendor sixty (60) days written notice before the effective termination date.
- **9.11.** If for any reason, the Selected Vendor fails to make a delivery date, the Selected Vendor shall be assessed Liquidated Damages of \$1,000.00 per week, or portion thereof, until the production, revision or delivery date is met. If the Selected Vendor foresees an event beyond its reasonable and normal control and properly notifies The City of such an event—in writing—The City may allow the Selected Vendor to exceed a production, revision or delivery date with no Liquidated Damages assessed.

10. Proposal Submittal

- **10.1.** Any questions or concerns regarding the RFP must be submitted in writing (email preferred) to: Jodie Nazaka, AICP jnazaka@manchesternh.gov
- **10.2.** Offeror are expected to raise any questions, exceptions, or additions they have concerning the RFP document prior to the submittal deadline. All questions submitted and any answers

provided will be made available to all other interested parties. If a Vendor discovers any significant ambiguity, error, conflict, discrepancy, omission, or other deficiency in this RFP, the Vendor should notify the above-named individual and request modification or clarification of the RFP.

- **10.3.** Offeror may be asked to participate in interviews with the Selection Committee to further explain or clarify their proposals. Every reasonable attempt will be made to schedule each interview at a time and location that is agreeable to all parties. Failure to interview on the date scheduled may result in rejection of the proposal.
- **10.4.** Offeror may withdraw a proposal in writing at any time up to the proposal closing date and time. If a proposal is withdrawn before the proposal due date, the Offeror may submit modifications or another proposal at any time up to the proposal closing date and time. All proposals shall become the property of the City.

11. City Reservation of Rights

- **11.1.** The City reserves the right to accept any proposal, in whole or in part, to negotiate further regarding any terms of the proposal to achieve the best proposal as determined by the City at its sole discretion, and to reject any or all proposals for any reason whatsoever, should it be deemed in the best interests of the City to do so.
- **11.2.** Negotiation, if undertaken by the City, is intended to result in a contract that is deemed by the City, in its sole discretion, to be in the City's best interests. Any such negotiations will use the selected proposal as a basis to reach a final agreement. Any and all such negotiations shall be binding upon the selected Vendor.
- **11.3.** The City reserves the right to include in the contract for services other terms and conditions not specifically set forth here, including, but not limited to, terms and conditions required by funding sources and additional work which may be identified subsequent to the starting date of the contract.
- **11.4.** The City reserves the right to waive or disregard any informality, irregularity, or deficiency in any proposal received.
- **11.5.** Any and all expenses incurred by the Selected Vendor shall be the Vendor's responsibility.
- **11.6.** The City disclaims responsibility for any errors in the attached material or material obtained from the City's website.

ATTACHMENT A

AWARD TERMS AND CONDITIONS

The Award Terms and Conditions of the SLFRF financial assistance agreement sets forth the compliance obligations for recipients pursuant to the SLFRF statute, the Uniform Guidance, Treasury’s final rule, and applicable federal laws and regulations. Recipients should ensure they remain in compliance with all Award Terms and Conditions. These obligations include the following items in addition to those described above:

1. SAM.gov Requirements. All eligible recipients are required to have an active registration with the System for Award Management (“SAM”) (<https://www.sam.gov>) pursuant to 2 CFR Part 25. To ensure timely receipt of funding, Treasury has stated that NEUs who have not previously registered with SAM.gov may do so after receipt of the award, but before the submission of mandatory reporting.¹

2. Recordkeeping Requirements. Generally, your organization must maintain records and financial documents for five years after all funds have been expended or returned to Treasury, as outlined in paragraph 4.c. of the Award Terms and Conditions. Treasury may request transfer of records of long-term value at the end of such period. Wherever practicable, such records should be collected, transmitted, and stored in open and machine-readable formats.

Your organization must agree to provide or make available such records to Treasury upon request, and to the Government Accountability Office (“GAO”), Treasury’s Office of Inspector General (“OIG”), and their authorized representative in order to conduct audits or other investigations.

3. Single Audit Requirements. Recipients and subrecipients that expend more than \$750,000 in Federal awards during their fiscal year will be subject to an audit under the Single Audit Act and its implementing regulation at 2 CFR Part 200, Subpart F regarding audit requirements.

<https://www.whitehouse.gov/omb/office-federal-financial-management/> Recipients and subrecipients should consult the [Federal Audit Clearinghouse](#) to see examples of Single Audit submissions.² Note that the Compliance Supplement provides information on the existing, important compliance requirements that the federal government expects to be considered as a part of such audit. The Compliance Supplement is routinely updated, and is made available in the Federal Register and on OMB’s website:

4. Civil Rights Compliance. Recipients of Federal financial assistance from the Treasury are required to meet legal requirements relating to nondiscrimination and nondiscriminatory use of Federal funds. Those requirements include ensuring that entities receiving Federal financial assistance from the Treasury do not deny benefits or services, or otherwise discriminate on the basis of race, color, national origin (including limited English proficiency), disability, age, or sex (including sexual orientation and gender identity), in accordance with the following authorities: Title VI of the Civil Rights Act of 1964 (Title VI) Public Law 88-352, 42 U.S.C. 2000d-1 et seq., and the Department's implementing regulations, 31 CFR part 22;

¹ See flexibility provided in https://www.whitehouse.gov/wp-content/uploads/2021/03/M_21_20.pdf.

² For-profit entities that receive SLFRF subawards are not subject to Single Audit requirements. However, they are subject to other audits as deemed necessary by authorized governmental entities, including Treasury and Treasury’s OIG.

Section 504 of the Rehabilitation Act of 1973 (Section 504), Public Law 93-112, as amended by Public Law 93-516, 29 U.S.C. 794; Title IX of the Education Amendments of 1972 (Title IX), 20 U.S.C. 1681 et seq., and the Department's implementing regulations, 31 CFR part 28; Age Discrimination Act of 1975, Public Law 94-135, 42 U.S.C. 6101 et seq., and the Department implementing regulations at 31 CFR part 23.

In order to carry out its enforcement responsibilities under Title VI of the Civil Rights Act, Treasury will collect and review information from recipients to ascertain their compliance with the applicable requirements before and after providing financial assistance. Treasury's implementing regulations, 31 CFR part 22, and the Department of Justice (DOJ) regulations, [Coordination of Non-discrimination in Federally Assisted Programs, 28 CFR part 42](#), provide for the collection of data and information from recipients (see 28 CFR 42.406). Treasury may request that non-tribal recipients submit data for post-award compliance reviews, including information such as a narrative describing their Title VI compliance status. As explained in Treasury FAQ 12.1, the award terms and conditions for Treasury's pandemic recovery programs, including the SLFRF program, do not impose antidiscrimination requirements on Tribal governments beyond what would otherwise apply under federal law.